

**RFP 2023-4001;**  
**Project Management Consultants for Construction,**  
**Finance Development and Financial Management**  
**ATTACHMENT A: SCOPE OF WORK**



Consultants shall provide expertise on RAD and affordable housing developments and build capacity for existing CMHA employees.

Consultant will plan, direct and coordinate the development, acquisition, and redevelopment activities for CMHA including:

<b>Scope of Work Section</b>	<b>Description</b>
1	Construction Project Management
2	Finance Development
3	Financial Management

### **General Requirements**

Consultants may have the ability to work both on-site and off-site. This will be determined at the discretion of CMHA. The consultant will need to provide weekly records for hours worked on the project(s) assigned.

Consultants working more than 40 hours for CMHA in a calendar year shall provide a minimum of 4 hours of training in an area of their expertise to CMHA at no cost.

#### **1.0 Construction Project Management**

The Project Management Consultant will provide guidance and support to the Real Estate and Development Department. During the Development phase this consultant will work closely with the Development Analyst to provide technical assistance regarding specific development projects and sites, preparing financing applications and managing the closing process. The consultant reports directly to the Director of Housing Development.

Following is a representative list of responsibilities which may be assigned; other related tasks may be assigned to the consultant(s):

- 1.1** Provide technical assistance regarding strategic portfolio planning and prioritizing development sites.
- 1.2** Manage affordable housing development projects from initial concept to financing, including projects in progress.
- 1.3** Draft and coordinate the development sources and uses and operational proformas to analyze financial models to ensure underwriting is sound.
- 1.4** Prepare/review funding applications, proposals, disposition applications, demolition applications, acquisitions and all other submissions required by HUD/other federal and local agencies. Assist in obtaining approvals.
- 1.5** Assist CMHA in obtaining developers, architects, engineers, general contractors, attorneys, consultants, appraisers, property management firms, and other necessary services for CMHA to carry out development activities. Assist CMHA in the evaluation of statements of qualifications, proposals, and bids and in making appropriate selections.

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- 1.6** Prepare development project reports including schedule and budget updates. Update CMHA Executive team regularly on the progress of development projects and status of work completed, budgets. Maintain a list of key decisions for CMHA required during all phases of the development process.
- 1.7** Monitor draws, costs and overall development and construction budgets.
- 1.8** Create scopes of work and prepare all necessary documentation for quote or sealed bid.
- 1.9** Inform CMHA of critical issues that must be addressed with immediacy, as well as document important decisions in the development process.
- 1.10** Manage, negotiate and monitor compliance of co-developers and or third-party professional contractors. Provide CMHA Executive Staff with recommended options that protect and preserve CMHA's best interests.
- 1.11** Manage the predevelopment, construction and closing processes, draft all documents, reach financial closing as efficiently as possible, and keep CMHA Development Team updated.
- 1.12** Attend and present at meetings on behalf of the Agency, to include resident meetings, community meetings, Board of Commissioners meetings, and other meetings as determined by the Agency.

**2.0 Finance Development**

The Finance Development Consultant will provide guidance and supervision to the Financial Analyst through the lender underwriting process by helping to build the Total Development Budget and Operating Proformas for each project, as well as collaborate with the development team and executive management to structure and negotiate terms of funding sources. During the Development phase this consultant will work closely with the Finance & Accounting Department to ensure that all transactions are recorded correctly in both the project entity and CMHA's accounting systems and financial statements. The consultant reports directly to the Director of Housing Development.

Following is a representative list of responsibilities which may be assigned; other related tasks may be assigned to the consultant(s):

- 2.1** Work with CMHA team on site-specific items related to RAD applications and conversions to ensure details align or comply with CMHA priorities and HUD RAD regulations.
- 2.2** Review financial information, development budgets (sources and uses) and operating pro formas to evaluate the advantages and challenges regarding RAD conversion. Assists with procurement for services related to RAD conversions.
- 2.3** Secure services for RAD-eligible physical condition assessments, required property inspections, and rent reasonableness determinations.
- 2.4** Work with Construction Division and Asset Management in overseeing the review of physical condition assessments and the development of construction plans in conformance with RAD program requirements.
- 2.5** Work with CMHA to develop, refine and manage financing plans using HUD's RAD Resource Desk platform, consistent with HUD regulations and forms.

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- 2.6** Assist with preparing and/or coordinating applications to secure financing and approval for additional development projects across the RAD portfolio.
- 2.7** Develop relocation plans that comply with RAD guidelines.
- 2.8** Develop and manage individual RAD transaction timelines to ensure appropriate and full utilization of the resource, including management of time-sensitive activities and lead items, such as environmental reviews, resident outreach, and relocation strategies.
- 2.9** Interface with HUD staff and completes follow-up as necessary to address HUD questions about CMHA's RAD portfolio, including data management and tracking of information in HUD's RAD Resource Desk data and document portal.
- 2.10** Support property management in ensuring resident leases comply with RAD, as well as overseeing the transfer and processing of resident and property data to the project-based voucher subsidy platform.
- 2.11** Manage the conversion process for specific RAD properties, including all submissions required under RAD.
- 2.12** Work with Development Team to obtain HUD approval, to reach a financial closing and a successful conversion.
- 2.13** Attend and facilitate resident and other stakeholder meetings in accordance with RAD guidelines as needed.
- 2.14** Provide information and training on policy changes concerning housing preservation, the Rental Assistance Demonstration, project-based vouchers and affordable housing financing to assess opportunities related to the CMHA RAD Program.

**3.0 Financial Management**

The Financial Management Consultant will provide guidance and supervision to the Financial Analyst through the lender underwriting process by helping to build the Total Development Budget and Operating Proformas for each project, as well as collaborate with the development team and executive management to structure and negotiate terms of funding sources. During the Development phase this consultant will work closely with the Finance & Accounting Department to ensure that all transactions are recorded correctly in both the project entity and CMHA's accounting systems and financial statements. The consultant reports directly to the Director of Housing Development.

Following is a representative list of responsibilities which may be assigned; other related tasks may be assigned to the consultant(s):

- 3.1** Provide guidance and supervision of the Financial Analyst employee/s for the financial funding of projects in Construction/Development phase, many of which will simultaneously be in the operations phase.
- 3.2** Supervise the Financial Analyst employee who perform financial reporting and budgeting in Construction/Development phase.
- 3.3** Collaborate with CMHA Property Management, Procurement, Legal, Finance & Accounting, Real Estate Construction, Compliance and Relocation departments to

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coordinate costs, compliance/reporting, and timing of funding delivery for each project.

- 3.4 Understand and collaborate with executive management to structure and negotiate agreeable terms with partners, investors and lenders.
- 3.5 Manage CMHA's partnership commitments regarding Reserve Accounts for entities and approval of capital expenditures.
- 3.6 Monitor financial details to ensure that lender requirements are met.
- 3.7 Review financial reports to improve budgeting and planning.
- 3.8 Analyze financial statements in order to prepare business activity reports and forecasts.
- 3.9 Analyze public housing portfolio in order to optimize conversion to Section 8 funding platform.
- 3.10 Participate as member of management team to make financial decisions.
- 3.11 Direct Financial Analyst during development of construction budget and structuring funding, ensuring underwriting and loan closeout processes.
- 3.12 Establish and maintain relationships in order to communicate and interact with outside parties, including but not limited to lenders, lawyers, professional tax preparers and independent auditors.

#### **4.0 Pool of Contractors**

- 4.1 CMHA intends to create a "pool" of Contractors to provide these Services. The Pool will consist of various Contractors which will be available on an as-needed basis to provide the services described in this Scope of Work. The actual number of Pool participants chosen will depend on the number of qualified proposals received.
- 4.2 Proposers selected to participate in the Pool will be assigned work at the discretion of CMHA based on quality of work, availability, manpower and timeliness and will serve in the Pool for a period of one (1) year with the option, at CMHA's sole discretion, to extend the contract for up to an additional four years for a maximum total of five years. CMHA will attempt to match each assignment to the Pool Participant best suited for a given task. CMHA will also determine the number of assignments any contractor will be assigned at any given time or duration. Selection as a participant of the Pool is not a guaranty of the type or number of tasks for which a participant may be selected. Time is of the essence with regard to Pool Participants' availability for and performance of the assignments.
- 4.3 If a Pool Participant is selected to perform one or more work assignments, CMHA will formally request the Pool Participant to perform such services by executing a purchase order. The Contractor will be notified by CMHA when services are needed. CMHA will provide the scope of work to the contractor before work is to begin. Once the Contractor is notified, the work will be scheduled with CMHA. The services will be completed as scheduled including completing a punch list and final inspection. The purchase orders may be issued at any time during the term of the Pool Agreement and the assignment of work projects will be made solely at the discretion of CMHA.



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**5.0 COVID-19 Requirements for Work**

Vendors entering CMHA-occupied units must wear PPE (if requested by the resident, if not vaccinated, and/or per CDC guidelines), including but not limited to a mask that covers their mouth and nose. The mask should be worn throughout the entire period of service delivery.

Contractor is to practice social distancing while on site. In addition, Contractor personnel shall be neat and wear uniforms with the company name and an ID badge. This standard of neatness means Contractor staff must appear at the job site in freshly laundered clothing.

CMHA will issue badges to individual Contractor employees with their picture.

**6.0 Performance Standards**

- 6.1 For each time the Contractor violates any of the clauses in the Scope of Work or resulting contract, the Contractor’s fee may be reduced 10% for that service.
- 6.2 If Contractor staff is required to work on site, they will be groomed and in office-appropriate cleaning attire. Staff is required to wear CMHA-issued contractor identification. Each time the Contractor violates this provision the Contractor’s fee may be reduced by 10%. Repeated violations may result in termination of the contract.
- 6.3 Failure to complete services within the agreed-upon timeframe will result in a penalty of \$25 per day in which the service is not completed unless a contingency exists in which case you must call your CMHA contact and explain.
- 6.4 In the event of a schedule conflict, vendors will service CMHA first. Failure to do so will result in the vendor being sent a Notice to Cure to complete the service. If the vendor does not complete the service within the date specified on the Notice, another vendor may be contacted to perform the service. Per Section 2.4 of the General Terms and Conditions, three warnings (Notices) will result in vendor termination. (This situation is avoidable by arranging a schedule with the Property Manager for services.)
- 6.5 Invoices are to be submitted within two weeks after completion of the service (see *Invoicing* in the General Terms and Conditions). If invoices are submitted late, the amount to be paid shall be reduced:

Number of days to submit invoice to CMHA after completion of work or receipt by CMHA in Yardi (whichever is later)	Performance Deduction from Invoice
<30	0%
>30	30%

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>60	50%
>90	75%
>120	100% (No payment)

- 6.6 Evaluations will be determined on the successful completion of the development issue they are assigned and their ability to work with and when possible, train CMHA employees. Candidates will not be penalized for providing information or advice to CMHA on projects that may not be viable and therefore did not proceed. Information or advice from the candidate must have been use to make this determination.  
Evaluations will include an EOY meeting with the candidate to gather information and feedback on how CMHA can improve workflow, cut inefficient procedures and provide better customer service. The results of the evaluation will be provided to the entire REDEV team.
- 6.7 If consultant does not provide the 4 hours of training as required in Section 4.2, then consultant’s fees shall be reduced by 4 hours.
- 6.8 CMHA may waive the fee reductions at its discretion after discussing extenuating circumstances with the Contractor. Such waiver shall be in writing at the time of the service.

**7.0 The Authority’s Motto and Gold Performance Standards**

In 2012, the Authority implemented its motto “Being an Asset to Hamilton County” in addition to establishing Gold Performance Standards which consist of the principles and values by which the Agency performs and how our partners, vendors, contractors and consultants are measured. The Gold Performance Standards are:

<i>Respect</i>	<i>Timely</i>	<i>Exceptional</i>	<i>Initiative</i>
<i>Excellent</i>	<i>Quality</i>	<i>Accurate</i>	<i>Integrity</i>
<i>Value</i>	<i>Creativity</i>	<i>Accountability</i>	<i>Professionalism</i>

It is the Authority’s intent that the contractor will also adhere to these standards.

**8.0 Contract Terms**

**8.1 Contract Term**

- 8.1.1** The Authority intends to enter into a one year contract with the option, at the Authority’s sole discretion, to extend four one-year contracts with the successful offeror(s) selected to provide the services.



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- 8.1.2 Indefinite Quantities Contract (IQC)** CMHA does not guarantee any minimum or maximum amount of work as a result of any award ensuing from this RFP, but will reserve the right to award work on an as-needed basis.
- 8.1.3 Guaranteed Contract Minimum Amount and Not-to-exceed Maximum Amount:** As may be further detailed herein, as the ensuing contract will be an Indefinite Quantities Contract (IQC), which, pursuant to HUD regulation, requires CMHA to award the responsive and responsible contractor a Guaranteed Contract Minimum Amount (GCMA) and Not-to-exceed Maximum Contract Amount (NMCA) of work, those required minimum and maximum contract levels are: (a) GCMA: \$100; (b) NMCA: \$345,000 annually. CMHA reserves the right to adjust these amounts, if in its best interest to do so, prior to contract approval.